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ABSTRACT

"Introduction to the Management Process" (NS 222) is an associate degree nursing course offered at Chattanooga State Technical Community College to introduce students to basic management concepts, methods of nursing care delivery, patient classification systems, and methods of enacting change and working as a change agent. Upon completion of the course, students will be able to: (1) discuss methods of nursing care delivery; (2) describe the management process as it relates to delivery of nursing care; (3) relate patient classification systems to the process of nursing care assignments; and (4) identify methods of enacting changes in a described situation. The syllabus for NS 222 provides a course description, lists required textbooks, provides a week-by-week outline of course content, lists terminal competencies, and presents evaluation criteria. Specific competencies are listed for each course subunit, indicating terms to be defined, concepts to be understood and discussed, etc. Attachments include a comparison of the characteristics of the inspiring leader and the coercing boss, a list of barriers to delegation of responsibility, and guidelines for completing course assignments. (EJV)

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INTRODUCTION TO THE MANAGEMENT PROCESS (NS 222): COMPETENCY-BASED COURSE SYLLABUS

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JC 850 483

Course Syllabus
Introduction to the Management Process
NS 222

Class Hours: 2 Credit Hours: 2
Laboratory Hours: none

Catalogue Course Description:

This course will equip students with theoretical knowledge necessary for application of the management process in NS 239. Methods of nursing care delivery will be discussed. Patient classification systems relative to nursing care assignments will be discussed. Methods of enacting change and working as a change agent will be introduced.

Preassessment: Successful completion of NS 217

Corequisite: NS 227

Textbook(s): Kron, Thora The Management of Patient Care: Putting Leadership Skills to Work, 5th Edition, Philadelphia; W. B. Saunders Co., 1981.

I. Course Content

Week/Unit/Topic		
1,2	Unit I	Introduction to the Management Process (A) Overview (B) Planning Patient Care 1. The Patient Care Conference
3,4	Unit I	(C) Patient Classification Systems
5	Unit I	(D) Organizing Patient Care
6	Unit I	(E) Methods of Nursing Care Delivery
7	Unit I	(F) Directing Nursing Care
8		(G) The Nurse as a Change Agent
9,10		Presentations of Selected Aspects of the Management Process: Adaptation for Practical Use
11		COMPREHENSIVE FINAL EXAMINATION

Course Syllabus
Introduction to the Management Process
NS 222

II. Course Competencies

Upon completion of this course, the student will be able to:

1,2,4	41. Discuss methods of nursing care delivery
1,2,4	42. Describe the management process as it relates to delivery of nursing care.
1,4	43. Relate patient classification systems to the process of nursing care assignments.
1,2, 4,5	44. Identify methods of enacting changes in a described situation.

III. Evaluation Criteria

A) Exams: 1 comprehensive final (discussion/objective). An academic average of 70% on the nursing examinations is required for progression.

B) Clinical Laboratory: none.

C) Field Work:

1) Class presentation and written report on a selected aspect of the management process. This presentation will relate the selected aspect to its practical application for the management of patient care in a secondary care setting.

D) Other Evaluation Methods: none

E)

Comprehensive Final	50%
Management Process Project	
1. Class presentation	25%
2. Written report	25%
Final course grade	100%

F) Grading Scale

90% - 100%	=	A
80% - 90%	=	B
70% - 80%	=	C
65% - 69%	=	D
below 65%	=	F

7-10-84

LEGEND FOR CURRICULUM CODING

I. Content threads are coded superiorly while Process threads are coded inferiorly.

Content Threads	Process Threads
o Adaptation	▲ Teaching-Learning
▱ Safety	◪ Communication
△ Growth and Development	● Nursing
▬ Nutrition	◢ Management
▱ Pharmacology	
✳ Subsystems	
▯ Pathophysiology	

II. Course Competencies are referenced back to program goals as evidenced by numbers in the left margin.

Unit and Weekly Objectives are referenced back to Cumulative Course Competencies as evidenced by numbers in the left margin.

Unit I Introduction to the Management Process

A) Overview

42 1) Define the following terms:

a) management,
b) manager,
c) leader

42 2) Differentiate between the terms leader and manager

42 3) Describe the management process as defined in the Chattanooga State Technical Community College nursing program's conceptual framework.

42 4) Discuss leadership styles including implications of these styles for the management process.

Douglas, Laura Mae
The Effective Nurse: Leader and Manager. 2nd Ed., St. Louis: C. V. Mosby, pp. 5-8, 17-28 (On reserve)

B) Planning Patient Care

42 1) Discuss the purposes of the planning process.

42 2) Identify the scope of planning of the first-level manager.

42 3) Identify processes and factors requiring consideration when planning patient care.

42 4) Discuss the purpose and procedure of management by objectives (MBO).

Kron, Thora The Management of Patient Care: Putting Leadership Skills to Work, 5th Ed., pp. 47-50.

Douglass The Effective Nurse: Leader and Manager, 2nd Ed., pp. 100-119 (on reserve).

B) Planning Patient Care

1) The Patient Care Conference

42 1) Discuss the benefits of the patient care conference.

42 2) Describe the method of preparing and implementing a patient care conference.

42 3) Discuss methods of facilitating participation in the group process involved in the patient care conference.

42 4) Identify factors assessed during the evaluation of a patient care conference.

Kron, Thora The Management of Patient Care: Putting Leadership Skills to Work, 5th Ed., Chapter 13, pp. 158-167.

UNIT I

C) Patient Classification System

43 1) Define patient classification system.

43 2) Explain the purpose and uses of patient classification systems.

43 3) Discuss methods used to develop patient classification systems.

A. Define the current DRG classification system.

B. Discuss implications of DRG's in management of patient care.

Contemporary Nursing Management; Ann Marriner (1982), C. V. Mosby, pp 150-158 (On reserve).

D) Organizing Patient Care

41,42 1) Discuss delegation as it relates to patient care assignments including guidelines for effective delegation.

41,42 2) Describe how delegation is achieved in the following nursing care delivery systems:

a) functional
b) team
c) primary

41,42 3) Identify staff and patient factors necessary for consideration prior to making patient care assignments.

41,42 43 4) Given descriptions of staff and patients, make appropriate patient care assignments.

Kron, Thora The Management of Patient Care: Putting Leadership Skills to Work, 5th Ed. pp. 73-76, 169-173, 176-180.

Douglass, Laura Mae The Effective Nurse: Leader and Manager 2nd Ed. pp. 130-138 (On reserve.)

E) Methods of Nursing Care Delivery

41,42 1) Describe the organizational structure and task division involved in various methods of nursing care delivery.

41,42 2) Discuss the advantages and disadvantages of the following methods of nursing care delivery:

a) functional
b) team
c) primary care

41,42 3) Compare the typical performance responsibilities of a team leader and a primary care nurse.

41,42 4) Analyze the methods of nursing care delivery which have been observed during clinical rotations.

The Effective Nurse: Leader and Manager, Douglass, Laura Mae, 2nd Edition, pp. 79-80, 87-93 (On reserve).

Kron, Thora, The Management of Patient Care, 5th Ed., pp. 212-232

F) The Nurse as a Change Agent

44 1) Describe the process of planned change including:

a) identifying the need for change

b) techniques for introducing and implementing change

44 2) Discuss the following in relation to change:

a) forces influencing change
b) conditions necessary for change
c) indicators of readiness for change

44 3) Identify methods of resistance to change including techniques for dealing with each.

Douglass, Laura Mae and Bevis, Em Olivia, Nursing Management and Leadership in Action, 4th Ed., pp. 312-337 (On reserve).

Kron, Thora, The Management of Patient Care: Putting Leadership Skills to Work, 5th Ed., pp. 50-59.

G) Directing Nursing Care

41,42 1) Define directing as it relates to the first level manager.

42 2) Discuss factors influencing the quality of a patient report.

42 3) Given sets of patient data, tape a patient report.

41,42 4) Describe methods of observation used while directing nursing care.

Kron, Thora, The Management of Patient Care: Putting Leadership Skills to Work, 5th Ed., pp. 174-176, 181-189, 79-96.

Douglass, The Effective Nurse: Leader and Manager, 2nd Ed., pp. 140-141.

7-10-84

CHATTANOOGA STATE TECHNICAL COMMUNITY COLLEGE
Chattanooga, Tennessee
Nursing Division

NS 222

INSPIRING LEADER VS COERCING BOSS

INSPIRING LEADER	COERCING BOSS
Rewards	Threatens
Encourages	Finds fault
Listens	Talks
Keeps subordinates informed	Keeps people guessing
Stimulates others to think	Wants to do all the thinking
Tells "how" and "why"	Tells others what to do
Helps others solve problems	Ignores others problems
Desires long range loyalty	Wants prompt obedience
Considerate	Blunt
Tries persuasion	Flaunts his authority
Subordinate-centered	Goal-centered
Assumes "best" in others	Assumes worst in people
Always fair	Takes advantage of others
Considers before acting	Impulsive
Appreciative	Thankless

1-02-85

BARRIERS TO DELEGATION

BARRIERS IN THE DELEGATOR

1. Preference for operating oneself.
2. Demand that everyone "know all the details".
3. "I can do it better myself" fallacy.
4. Lack of experience in the job or in delegating.
5. Insecurity.
6. Fear of being disliked.
7. Refusal to allow mistakes.
8. Lack of confidence in subordinates.
9. Perfectionism leading to overcontrol.
10. Lack of organizational skill in balancing workloads.
11. Failure to delegate authority commensurate with responsibility.
12. Uncertainity over tasks and inability to explain.
13. Disinclination to develop subordinates.
14. Failure to establish effective controls and to follow-up.

BARRIERS IN THE DELEGATE

1. Lack of experience.
2. Lack of competence.
3. Avoidance of responsibility.
4. Overdependence on the boss.
5. Disorganization.
6. Overload of work.
7. Immersion in trivia.

BARRIERS IN THE SITUATION

1. One-man show policy.
2. No toleration of mistakes.
3. Critically of decisions.
4. Urgency, leaving no time to explain (crisis management).
5. Confusion in responsibilities and authority.
6. Understaffing.

CHATTANOOGA STATE TECHNICAL COMMUNITY COLLEGE
Chattanooga, Tennessee
Nursing Division

NS 222

NAME:_____ DATE:_____ INSTRUCTOR:_____

GUIDE FOR PREPARATION AND EVALUATION OF MANAGEMENT APPLICATION PAPER

Points Possible	Points Attained	
5	_____	1. Introduce a specific area in nursing in which you, as a first-levelmanager, think should be changed in order to provide better patient care.
15	_____	2. Describe how this situation, procedure, or policy interferes with unit effectiveness and subsequently mitigates against patient care.
15	_____	3. Propose a design for planned change which will alleviate the identified problem area.
15	_____	4. Discuss the change proposal in terms of one theoretical framework (i.e., use systems, group process, role, organization, change, or decision-making theory) to justify your plan.
15	_____	5. Describe force conditions, or positions which you would expect to be facililative of the proposed change.
15	_____	6. Enumerate the impediments to change which you would anticipate and discuss ways of counter-acting them.
5	_____	7. Conclude and summarize.
15	_____	8. Adhere to a logical format (APA), correct grammatical construction and clarity of presentations.
5	_____	9. Utilize appropriate and timely references.

1-02-85

CHATTANOOGA STATE TECHNICAL COMMUNITY COLLEGE
Chattanooga, Tennessee
Nursing Division
NS 222

NAME:_____ DATE:____ Instructor Evaluating _____

GUIDELINES FOR ORAL PRESENTATION
(Management Paper)

	Satisfactory	Unsatisfactory
1. Introduction of self & topic	_____	_____
2. Effective manner of presentation (correct grammar, clarity of presentation and poise)	_____	_____
3. Material organized	_____	_____
4. Addressed following areas: a. Stated change theory utilized	_____	_____
b. Explained how situation interfered with organization effectiveness or mitigated against patient care	_____	_____
c. Described facilitative forces	_____	_____
d. Described impediments to change and techniques for handling resistance	_____	_____
5. Conclude	_____	_____

OVERALL EVALUATION:_____

*70% evaluation criteria must be satisfactory to receive full credit for presentation (25% of final course grade).

2-21-85

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